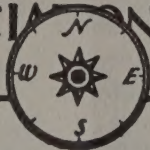


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# The COMPASS

AMERICAN ASSOCIATION OF SOCIAL WORKERS



April 1939

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## AGENDA FOR THE 1939 DELEGATE CONFERENCE:

The Executive Committee's Report  
on Conference Proposals

The Report of the Nominating  
Committee

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Volume XX

Number 7

THIS issue of THE COMPASS is given over to the Executive Committee's report which presents proposals about the Association's purpose, function and structure for deliberation and action by the 1939 Delegate Conference, and also to the report of the Nominating Committee on the advance slate of national officers and committee members the ballots for which will be mailed next month.

For membership to become real, its possessors need to avail themselves of materials such as these which have been built up out of work progressively done by the 1938 Delegate Conference, the Executive Committee pursuing the assignment given by that Conference, the staff organizing materials for chapter consideration, the study by chapters of the questions presented to them, and later, but not least, by the Special Committee on Conference Proposals which has sifted all these products and organized them into a whole. Finally, the Executive Committee has taken responsibility for this report as its own by modifying it to accord with considerations which that Committee as the governing body of the Association has been set up to guard. The report presents:

Explanation of the background of the report

Description of the Association's facilities and increasing activities

Proposed restatement of the Association's purpose

Definition of program as indicated by restatement of purpose

Proposal for formulated rules and procedures for Delegate Conference

Payment by the Association of delegates' expenses

Use of petition to present proposals to Delegate Conference

Recommended changes in name, number, and election of governing body

Plan for district representation in governing body

Proposed election by governing body of the Association's officers

By-law authorization of the Administrative Committee

Stimulation of regional activities in the Association

Problems of revenues and costs connected with recommendations

Discussion of change in location of national office

To individual members as well as to chapters this material affords an opportunity to see as a whole and in perspective the Association of which they are a part, to get a better view of its framework and to orient themselves to the purposes and problems which must be considered in making the Association function as a living force.

IN consideration of the report of the Nominating Committee it is to be remembered that there is a by-law provision whereby additional candidates may be nominated by petition. Such petitions must be signed by 100 members and submitted within 20 days after publication of nominations in THE COMPASS.

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## *Executive Committee Report to the 1939 Delegate Conference on 1938 Conference Proposals*

### **I. Background of Report**

In the resolutions adopted by the 1938 Delegate Conference, your Executive Committee was authorized and directed to study and report back upon certain questions therein outlined, after consultation with the chapters based upon material sent out to them in advance. In accordance with these instructions, material on these questions was distributed to the chapters in the fall of 1938, with a request for chapter reports thereon by January 1, 1939, the deadline set by the Conference.

In further implementation of this process, at its first meeting (December 3-5) after the 1938 Delegate Conference, your Executive Committee created a Special Committee on Conference Proposals, with the following charge:

"The Committee shall have the responsibility of formulating proposals to carry out the mandates to the Executive Committee from the 1938 Delegate Conference, relating thereto the action taken in this meeting of the Executive Committee.

"The Special Committee shall have power to create sub-committees, drawing in such additional members as can facilitate its work, and shall submit a preliminary draft of its report, including recommendations for changes in the By-laws, to the Executive Committee at its next meeting, and shall then on behalf of the Executive Committee submit a final report to the 1939 Delegate Conference."

This Special Committee was appointed and organized as soon as possible, consisting of Linton B. Swift, chairman, Malcolm Nichols (from the Executive Committee), Conrad Van Hyning (chairman of the 1938 Committee on Structure and Participation), and Kenneth Pray (chairman of the Resolutions Committee of the 1938 Conference).

Beginning January 4, the Special Committee held four all-day meetings, the individual members also doing a great deal of work outside of meetings under special assignments in formulating the results of committee discussion. Although the time al-

lowed in the schedule set by the Conference Resolutions was very limited, the methods followed by the Special Committee made possible a careful and comprehensive report to the Executive Committee on March 24 and 25.

In its discussions and study of material, the Special Committee based its report upon:

1. The report of the Resolutions Committee and discussions in the 1938 Delegate Conference, including the report of the Committee on Structure and Participation, and other material presented for that Conference.
2. Chapter reports, opinions and suggestions, based upon chapter discussion of Delegate Conference resolutions and the subsequent material sent out from the national office.
3. Discussions in the December Executive Committee meeting.
4. The "Blue Book," and other reference material.

Very few chapter reports had been received by January 1, the deadline originally set by the Delegate Conference, and even on March 13 (the last meeting of the Special Committee), only 24 reports had been received from the 82 chapters of the Association. The Special Committee appreciated and gave some thought to the problems of a chapter in discussing and acting upon such complicated questions as are involved in this material in competition with the many other pressures of chapter activity, and suggested that the staff and Executive Committee give further consideration to the nature and timing of material submitted to chapters for discussion, as well as to the clear specification of questions upon which chapter reactions are desired.

However, the reports received indicated careful and thoughtful work upon the part of many chapters, and these reports were carefully analyzed as a basis for committee discussion. The staff summary of chapter reports accompanying the Special Committee's letter of February 20 to chapter chairmen was



prepared only for that purpose; the Committee's analysis of these reports was based on abstracts and full quotation of chapter suggestions supplied by the staff under the headings being considered by that Committee.

Your Executive Committee devoted the greater part of its meeting on March 24 and 25 to discussion and action upon the Special Committee's report, transforming it into a report of the Executive Committee through revision, elimination or modification of certain sections. In its original form the report went somewhat beyond what your Executive Committee considered practicable in proposing a "district primary" system for the nomination of Board members, and in the extension of Association activities. But in such modifications as have been made the Executive Committee believes it has retained the substance of the Special Committee proposals which are in accord with the desires of the membership, and which should, if adopted, give a greater meaning to membership through clarifying Association purposes and program, improving structure, and providing still greater opportunities than in the past for wide participation.

The report here presented, therefore, is the report of the Executive Committee itself, and the words "your Committee," wherever used, refer to the Executive Committee.

#### ASSOCIATION FACILITIES AND ACTIVITIES

In proposing any changes or new developments in program, structure and channels of participation, it is necessary at least to consider briefly the changes which have already taken place and the pressure of activities in relation to existent facilities. It should be remembered that Association membership has grown from 750 in 1919, to 4,000 in 1928; 10,500 a year ago, and over 11,000 now. Similarly there were no chapters originally, 4 in 1922, 36 in 1928, 76 a year ago, and 82 chapters now. There were very few committees in the early days, and the committees developed up to a few years ago came from a comparatively small geographic radius, while a year ago there were many committees whose membership of 118 persons was comparatively evenly spread over the entire country in proportion to the distribution of Association membership.

In considering any changes in the structure or "machinery" through which the Association operates, it is essential that we visualize these tremendous proportionate increases in membership, number of chapters, and variety of activities in relation to increase in staff equipment. In the early days with approxi-

mately 1,000 members and few committee activities, there were 2 professional people with the necessary clerical assistance (a total of 9 in 1928), as against 4 (including the executive) at the present time, with a clerical staff of 10, or a total of 14. Perhaps the most essential function of a staff is the interrelating of the different parts of the Association to each other and to the whole, and the assurance of continuity under the program laid down by the governing body, but the most immediate pressures upon staff facilities grow out of such present activities as the following:

Committees: study and preparation of material, attendance at meetings, preparation of minutes and follow-up for:

- Executive Committee
- Administrative (Ad Interim) Committee
- Government and Social Work
- Personnel Standards
- Employment Practices
- Membership (including sub-committees)
- Chapter Organization
- Conference Program
- Nominating Committee
- Special Committees (such as Structure and Participation, Personnel Practices and this Committee on Conference Proposals)

- Delegate Conference
- Regional Conferences
- THE COMPASS and other publications
- The organization of new chapters
- Study and analysis of material from chapters and other sources
- Reporting to chapters
- Chapter visits
- Representing the Association in other national activities (federal program, and so on)
- Interpretation—to the membership and to the public
- Handling membership applications and renewals. Collection of dues from 11,000 members, including the collection and remitting of chapter dues on behalf of all chapters.

It is only within the past year or two that the membership, or at least the Executive Committee and Delegate Conference, have become conscious of the significance of these tremendous changes in content and pressure of activities, culminating in the present "stock taking." The recommendations made in the balance of this report are intended to sketch main outlines and to serve as a beginning for further developments.



## II. Association Purposes

With such a perspective upon the Association's development and present activities as is suggested in Section I of this report, it is essential that this Committee's recommendations and any action taken upon them be based on some agreement as to the fundamental purpose of the Association as a professional body, and the opportunities it thereby provides.

It is assumed that social work is a professional practice. As a profession it takes upon itself certain obligations to society: to analyze constantly its own practice and the equipment it requires, to see that those in practice are persons with special equipment, to develop and improve practice and the conditions under which it is performed, and to contribute to better public understanding of social work problems.

That social obligation becomes the reason for the professional association, which furnishes the meeting ground upon which qualified persons are brought together to carry out that obligation and are equipped with means, both national and local, for working on the problems uncovered in practice. Through the accumulation of knowledge and experience derived from these group efforts the national Association and the local units should be equipped to make special professional contributions to the development and improvement of practice.

Professional social workers have many different avenues for work on social work practice: through their agencies, councils of social agencies, etc. By its nature as a professional organization, however, the Association has certain unique characteristics and provides certain special opportunities unlike those afforded elsewhere.

Because it is a professional organization the Association provides to all members as professional equals opportunities for interchange and comparison of thinking and experience, for self-development and self-expression, on all phases of the professional enterprise. These opportunities are free from the usual external controls found in such limitations as the policies of a particular agency, individual status in it or employment relationships within it, the functions of a specialized field, the quantity and quality of social work development in a particular locality or setting.

It is from this central core as a professional association that the collected energies of the profession radiate. As these energies are directed toward analysis, study, and improvement of the problems uncovered in practice, they form the continually expand-

ing and developing circumference: the Association's purposes and program.

To strengthen and develop this central core locally and nationally is, then, the major emphasis of the Association, particularly important in social work because of the external influences inherent in the origins of social work practice in agencies. The resources of the national Association and its staff, the chapters and their administrative and executive bodies are necessarily focused on strengthening the channels for free expression, facilitating exchange of ideas and information, and freeing members from these external controls.

There are two general ways in which the members of the Association participate and are brought together by their membership and by common concern in social work practice. One is through the chapter where the member has an opportunity to work intimately with other members. The other is as a united national group which symbolizes the common characteristics of the membership and its united strength.

*Recommendation:* Based upon these conceptions of the Association, your Committee has endeavored to formulate as simple a statement as possible of purpose and functions, recognizing that any such statement requires further elaboration and interpretation but that too elaborate an initial statement defeats its own ends, and that it is difficult to distinguish between purposes and functions. Without attempting initially to make these distinctions or to elaborate, and recognizing the statement of purpose now in the By-laws as a good basis, your Committee proposes that:

ARTICLE II, Section 1, be amended to read as follows:

"The purpose of said corporation is:

"To unite professional social workers in such cooperative efforts as may enable them more effectively to fulfill their functions in service to society. To this end the program and activities of the Association shall be directed toward the following major concerns: social work practice, and the advancing body of knowledge and skills required in practice; personnel standards, including professional education; standards of organization and administration affecting practice; and social problems observed in social work practice."

It will be noted that the first sentence of the above amendment is a very general statement of purpose, and that the second sentence



defines four major concerns or objectives which are capable of translation into emphases in program. It is therefore suggested that these objectives (or similar major objectives which may be agreed upon) become major emphases in the Association's program, which may require reallocation of present divisional activities, except for administrative and internal organizational committees and activities which implement the whole program.

### III. Program Activities

It is proposed that the Executive Committee (or National Board) within its discretion group the activities of the Association in such a way as to reflect these major concerns in the achievement of purpose. These concerns may be described further as including:

1. *Social Work Practice.* The basic activity here should be the study, analysis and descriptive definition of social work practice as a whole and in its several areas, and of the knowledge and skills required in such practice.

This emphasis in Association program we believe to be basic to all the others, for it is only through more systematic analysis of practice and its requirements that a common base for professional education can be developed, organizational and administrative problems properly oriented, our stake in larger social problems adequately interpreted, and Association membership requirements formulated and applied.

An adequate carrying out of this aspect of the Association's program would require additional staff and other facilities, the need for which has been recognized in previous proposals from the membership for research activity. Your Executive Committee has therefore authorized the creation of a Special Committee on Study of Social Work Practice, to analyze the possibility of such a study, how it would be conducted, its cost and methods of financing, and to report back thereon to the Executive Committee. It was agreed that any fundamental change in Association membership requirements should be based upon careful study of the types of social work practice involved.

2. *Personnel Standards.* Based upon material which should flow constantly from the study of practice, this aspect of the Association's program should be concerned with professional education, personnel merit systems, professional ethics, Association membership standards, and so on.

3. *Organization and Administration of Social Work.* This would include the organi-

zation and administration of social work in its various units, under either governmental or voluntary auspices, with particular attention to the administrative and other controls which affect practice in the several types of agencies. There would thus be included employment practices in social agencies, the coordination and correlation of agency activities, and the relationship of the professional group to lay boards and other groups.

4. *Social Problems.* This would be our channel of expression of professional concern with social problems, interpreted as an overt collective attempt to improve those conditions of life which directly affect our social work practice and which come directly within our professional observation and experience. This obviously requires study and public interpretation of professional observation and experience bearing upon such problems.

5. *Association Operation.* As a fifth aspect of program, there are the various functional committees and other activities essential to carrying out the above purposes and functions most effectively, through the medium of the national organization and through individual chapters and other recognized membership groupings. This would include such activities as the administration of membership requirements, the committees on chapter organization and on conference program, and other sub-administrative committees.

While the foregoing suggests at least the basis on which the National Board may develop a pattern of Association activities, it is recognized that the national pattern may not be appropriate for chapter programs. It should be the duty of each chapter of the Association to consider its activities in the light of this statement of purpose and functions and program, arranging for such divisions and committees as may be appropriate under the chapter's particular needs, facilities, and methods of organization.

### IV. Structure and Participation

Your Committee has considered under this heading the Delegate Conference as a representative body in its relationship to the membership and the governing body, the reconstitution of the Executive Committee into a National Board nominated and elected with the greatest practicable degree of democratic participation, and the possibilities of greater stimulation of regional activities and participation.

- A. *The Delegate Conference.* This is the major legislative body, representative of the entire membership, with power to act on any



question of general policy which affects the Association as a whole or which directly concerns the rights and privileges of the members, and which is not in the By-laws specifically reserved to vote by the entire membership or decision by the Board. Responsibility for calling meetings and presenting appropriate matters to the delegate body is carried primarily by the national governing body. Chapters may submit to the governing body suggestions regarding program and delegates have opportunity to introduce material from their chapters.

It should be borne in mind that the Delegate Conference is a comparatively new development. First initiated only a few years ago primarily as a means of securing membership discussion and action upon certain national problems, it was found to be an effective substitute for the old type of annual meeting, and was later set up in the By-laws as the Association's official delegate body. As the highest deliberative body of the Association, the Delegate Conference needs, but has not yet developed, its own rules of procedure.

Your Committee therefore recommends:

That the Delegate Conference authorize the creation by the Board of Directors of a committee to formulate conference rules and procedures which will be presented for discussion and action at the next ensuing Delegate Conference.

In the meantime, there are two matters upon which questions have arisen which your Committee believes should be embodied in rules for this Conference: Should the Conference act upon proposals vital to the entire membership but which the membership has had no opportunity to discuss? And should chapter delegates receive binding instructions as to their vote on a particular issue, regardless of new points of view revealed in later Conference discussion?

As to the first question, your Committee believes that, in the interest of democratic procedure, the entire membership should have some opportunity for chapter discussion of vital proposals before final action by either the Conference or any other body. At the same time it is recognized that what constitutes a vital question cannot be arbitrarily defined in advance, and that such a definition must therefore be left to the discretion of one of the two governing bodies.

As to the second question, your Committee believes it is important that decisions made by the delegate body be national in character since the fundamental value of such a meeting lies in its opportunities for members to have direct contact with one another, pool

their experiences, and through discussion, arrive at decisions which strengthen the whole Association. To preserve that value it is essential that chapters should study the questions coming up for discussion, but that their already formulated decisions should not be used as the sole base for decisions by the delegates.

Your Committee therefore recommends:

That among the rules for the 1939 Delegate Conference, the following be adopted:

1. That no final action should be taken by the Delegate Conference on any proposals which in the judgment of the Delegate Conference or the Executive Committee affect the rights of the entire membership unless proposals for such action have been submitted to the membership for discussion at least 60 days prior to final action.
2. That since the primary purpose of the Delegate Conference is to arrive at decisions based upon Conference discussion, delegates should be left free to act upon the basis of such discussion after presenting previously expressed chapter opinions.

Your Committee also believes that if possible all chapter delegates should be selected without regard to such extraneous considerations as personal ability to pay travel expenses, so that the delegate body may be a truly representative group chosen long enough in advance to prepare for Conference discussions. On the other hand, the only practicable way in which such expenses (about \$11,000 for each Conference) can be pooled nationally through the Association treasury would be through an increase of approximately \$1.00 per member in dues, since special assessments would involve great costs and difficulties of collection, and there seems to be no practicable method of pro-rating among the delegates themselves. There is also serious question as to whether such an expenditure of ten or eleven thousand dollars of dues income would be more profitable for other purposes.

Your Committee therefore recommends:

That the Delegate Conference itself determine whether:

1. The expenses of attendance at Delegate Conferences be paid by the Association through an increase in membership dues to cover the approximate total cost; or
2. No action should be taken.



An approximate estimate of this cost as a total and as reflected in increase of dues will be furnished at the Conference.

**B. *Proposals by Petition.*** The present By-laws allow presentation of proposals by petition of 100 members for mail referendum vote only, but your Committee believes that this privilege should be given also for proposals to come before the Delegate Conference; that here as with other proposals the entire membership should be informed in advance; that such mandatory action should be taken only on behalf of 100 members in at least 5 chapters; and that since 100 signers of a petition can rarely consult in advance as to the cost and relative advantages of methods of submission, the governing body should have power to decide whether such proposals be submitted to mail vote or to the Delegate Conference for action.

Your Committee therefore recommends:

That the substance of the present By-law provision whereby proposals may be submitted by petition to a vote of the membership be retained, but that it be amended to provide that the 100 signatures now required for petition be representative of not less than 5 chapters, that 60 days' notice be given before action is to be taken on a proposal submitted in this manner, and that the governing body should be responsible for determining whether a proposal so made by petition is to be submitted for vote at the delegate meeting or to mail membership vote.

**C. *The Governing Body.*** In accordance with the instructions of the Delegate Conference that a democratically selected and widely representative governing body be created, your Committee has adopted and herewith presents far-reaching proposals of the Special Committee. In place of the present Executive Committee of 21, including 9 elected members, the officers and chairmen of standing committees, it is proposed:

That on and after July 1, 1940, the governing body of the Association shall be called the National Board, and that it be composed of 27 persons, all elected by the members of the Association as a whole, for 3-year overlapping terms, so arranged that the terms of one-third the entire membership of the Board shall expire each year. Chairmen of the major functional divisions of the Association, if not already elected members of the Board, should be members ex-officio without vote.

That one-third of the members of the Board (that is, nine) shall be elected by the Association from persons nominated by committees within nine nominating districts hereinafter provided for, so that each nominating district shall at all times be represented in the National Board by a person nominated by the members of the Association residing in that district.

That the remaining two-thirds (18 members) of the National Board shall be elected from persons nominated by the National Nominating Committee, or by petition, from the membership-at-large, without formal and specific reference to representation of nominating districts.

That three nominations (as against two at present) be submitted to vote by the membership for each place to be filled on the National Board.

That the persons first elected under this plan be divided by lot into three groups, in such a way that one-third of the members of the Board chosen from district nominations and one-third of those chosen by general nomination, shall be designated to serve for three-year terms; one-third for two-year terms, and one-third for one-year terms. Thereafter, vacancies created by expiration of terms shall be filled by election of persons nominated, respectively, in the same way—from the same districts or at large—as those whose terms expire. Vacancies occurring otherwise than by expiration of terms shall be filled by the Board by the election of persons to serve until the next annual election, but at all times each nominating district shall be represented in the membership of the Board.

In recommending this plan of district representation in the National Board, the Committee wishes to emphasize that the object of district representation is to unite the Association, not to divide it. District representatives are not in any sense to be district "delegates." They are to be elected by all members of the Association from nominees recommended by Association members in each district. Upon election, they are to have exactly the same responsibility as all other members of the Board, namely, to represent the total membership of the Association in promoting their common interests and aims. They will bring to the Association's common counsels a clear appreciation of the problems, the needs and the points of view of the members in their respective districts, so that Association policy and program may express the



integrated experience and purposes of all its members.

The success of the plan will depend upon the capacity of every representative, whether elected from district nominees or from nominees-at-large, to see beyond strictly district boundaries, and upon the determination of the membership to nominate and elect only representatives who are able and eager to serve the whole Association.

The Special Committee also outlined 9 districts of relatively equal social work population, suggested that in each district there be a nominating committee composed of the chapter chairmen, and proposed a primary ballot or nominating system whereby each of the 11,000 members of the Association would make 3 nominations for district representative and 3 for each "member-at-large" of the National Board, sending these nominations to the District Committee for tabulation.

Your Executive Committee recognized the desire of the Special Committee to "go the whole way" toward democratic participation in the nominating process, but believed that this procedure would prove too cumbersome and too costly. Your Committee believes that approximately the same ends may be achieved through the following proposals as to procedure:

1. That the Administrative Committee be instructed immediately to divide the membership of the Association into the proposed nine nominating districts, as far as possible on the basis of homogeneity of interests.
2. That immediately thereafter the President of the Association shall appoint in each district a District Nominating Committee, composed of the district chapter chairmen or substitutes suggested by them.
3. That the National Nominating Committee be instructed to prepare a statement of suggested qualifications for National Board membership, such as active interest in the Association, accomplishment in professional practice, chapter participation, qualities of leadership, a broad perspective upon social work, and ability to give time and attention to national activities. A copy of this statement should accompany each request, by the National and District Nominating Committees respectively, for suggestions for either "member-at-large" or district nominees for the Board.

4. Immediately upon its appointment, each District Nominating Committee shall canvass its district, by such means as it may determine, for suggestions for district nominations, and shall then certify three persons as District Nominees for election to the National Board, and this certification shall be forwarded at once by the District Chairman to the National Nominating Committee, accompanied by a statement of the reasons for selection of each nominee.
5. In selecting nominees for the 18 Board members-at-large, or such portion thereof as may be nominated annually, the National Nominating Committee shall consult the District Nominating Committees among other sources, and shall among such nominees-at-large endeavor to secure candidates possessing the special qualifications necessary for position on the governing body with regard, wherever possible, to such other factors as geographical distribution and fields of work.
6. The National Nominating Committee shall prepare a list of nominations containing the names of the three persons certified for nomination from each nominating district, together with three nominees-at-large chosen by the Committee for each vacancy in the National Board to be filled from nominees-at-large. This list of nominations shall be published in THE COMPASS.
7. In the event that, at the time specified for the closing of district nominations, any District Committee has failed to certify three nominations for district representative, the National Nominating Committee, after diligently seeking to elicit representative nominations from members residing in the district, shall nominate three persons for election as district representative from said district.
8. With the publication of the complete list of nominees so prepared, notice shall be given that additional nominations may be made, by petition, for district representative or for general representative. Petitions nominating district representatives shall contain the names of not less than 25 members representing at least 2 chapters within the district, and petitions nominating general representatives shall contain the names of not less than 50 members representing at least 5 chapters in 3 nominating districts.



9. The final ballot which shall be mailed to each member shall contain all names legally placed in nomination in accordance with all these procedures, together with a brief statement of the reasons for each nomination, in addition to the usual biographical material. Each member shall be instructed to vote for one representative of each district, and for as many representatives-at-large as are to be elected. The candidate for representative in each district receiving the highest number of votes shall be declared elected, and representatives-at-large shall be elected in the order of the number of votes they receive, beginning with the candidate receiving the highest number of votes.
10. In setting up the nine Nominating Districts as above provided, the Administrative Committee shall also prepare and publish a time schedule for the above procedures, and take whatever steps may be necessary to put the system into operation as soon as possible after this Delegate Conference.

*D. Administrative Committee.* The action of the present Executive Committee in creating an Administrative Committee, composed of seven members elected by the Executive Committee from its own membership and responsible for directing Association operations between meetings of the Board and within the policies approved by the Board, seems sound and helpful. It appears unnecessary to determine definitely and rigidly the radius, either of travel time or travel distance, within which the members of such a committee should reside. This Committee prefers to leave that decision to the Board at any given time, with the general policy in mind of enlisting as widely distributed representation as the necessity for frequent meetings and the resources of the Association permit. It is believed, however, that the Administrative Committee is sufficiently important to require authorization in the By-laws and an amendment for that purpose is therefore proposed.

*E. Election of Officers.* The extremely democratic process of nomination and election assured by the above procedure caused the Special Committee to express a strong conviction that a National Board so constituted should elect its own officers, including the President, who would also act as chairman of the Board. Such a plan places the heavy responsibilities of the chairmanship upon that individual member of the Board who has the entire confidence of the Board with which

he must work and upon whose faithful cooperation the successful administration of Association affairs will depend. It assures also the selection of a chairman who possesses the highest qualifications for the office, in the light of the specific problems which, at a given time, command the Board's attention. It has the indirect advantage of encouraging the choice of supremely qualified Board members, as well, since those members will probably be chosen with some regard to the fact that any of them may, sooner or later, be clothed with the additional duties of the presidency, involving responsibilities for leadership and spokespersonship in behalf of the whole Association membership.

In this connection, the Special Committee reverted to its earlier emphasis upon the desirability of enlisting representation of all kinds and levels of service, from time to time, in the National Board, and called attention to the fact that representatives of areas and levels of professional practice who do not now have great opportunity to acquire national recognition, would, under the plan of regional representation herein proposed, be far more likely to win election to the National Board, and that, through Board membership, they will be eligible for elevation to national leadership if their professional qualities command the confidence and respect of their fellow Board members.

Your Executive Committee, however, while agreeing that the above reasons indicate the values of selection of most of the officers by a democratically elected National Board from within its own membership, believes that there are also good reasons for the continued election by the entire Association membership of the President, the highest officer of the Association. Your Committee recognizes that the membership has little choice in voting for only one nominee for this office (save for nominations by petition), and that there are compelling reasons against competitive elections for this office. Nevertheless, the Executive Committee feels that while the President should, if possible, be chosen from among those who have demonstrated their interest and capacity through Board membership, the Association membership as a whole may wish to continue even its nominal power of election to this office. Your Committee therefore places before the Delegate Conference the following alternatives for decision:

1. That all officers of the Association be elected by the National Board from within its own membership, by secret ballot; or



2. That this procedure shall apply to all officers except the President, who shall continue to be elected by mail ballot of the entire Association membership, upon a single nomination by the National Nominating Committee or by petition, such nominations to be made if possible from among past or present members of the National Board.

*F. National Committees.* In its recommendations for emphasis upon four general areas of Association concern, as enumerated in the proposed restatement of purpose in the By-laws, the Committee implies its hope that the efforts of national committees and staff members will center in these fields, primarily, with, of course, the fifth general area of Association administration—local and national—as a continuing main interest.

In our judgment the President, in addition to being chairman of the Board and of the Administrative Committee, should be an ex-officio member of all principal standing committees, and each of such committees should also include other members of the Board along with other members. This will permit the knitting together of committee and Board activities.

Your Committee is also impressed with the widespread demand for more direct assistance and guidance of local activities by national committees and by field visits of the staff. The details of procedure, by which national committees shall keep local chapters and committees informed of their problems and activities and shall enlist the concerted efforts of local chapters and their committees along parallel lines, cannot be laid down once and for all. Nor can the method of assembling ideas and proposals from local groups, for the enrichment of the national program, be defined clearly. But both of these lines of policy seem to this Committee of vital importance, and worthy of even more continuous and earnest attention than in the past. If adopted, the new organization will contribute, we are confident, to keeping the lines of communication open and to using them with increasing effectiveness.

Your Committee, in concluding this discussion of specific changes of structure and procedure, calls attention to the fact that so far as its recommendations involve formal procedures and mechanisms in the proposed election process, they are designed to be definitely experimental for at least one or two years. The Committee is well aware that this extremely democratic process involves many difficulties and obstacles which cannot be

overcome by fiat, but only by thoughtful experimentation with methods which will achieve the most effective leadership in the Association. We deem the end in view worth working for and worth the trial of the means suggested. If the expense involved or the apathy of members or any of the outcome of experience seems to demand change, little will be lost through this experiment, and much may be gained in the demonstration of the actual cost of democratic participation.

*G. Stimulation of Regional Activities.* The Delegate Conference of 1938, whose discussions led to these proposals, was animated by a purpose "to encourage the active, creative participation of our total membership in the formation and operation of Association policies and projects." This Committee is deeply impressed with the positive values to be derived for the whole Association through such a development.

The changes we propose in the structure and support of the Delegate Conference, by assuring complete chapter representation, through delegates chosen primarily because of their interest and leadership in Association activities, are directed partly to this end. Changes in the structure of the governing body of the Association and in election procedure to assure more democratic participation, including district representation, also lead in this direction. Both of these proposals are linked with a third—the stimulation of regional cooperation for the advancement of the Association's basic aims and activities—which the Committee also strongly recommends.

Regional conferences have already sprung up in various parts of the country and have served many useful ends. Among the interesting possibilities of their future usefulness the following are obvious examples:

The exchange of experience and viewpoints on problems of chapter organization, administration, and program;

The discussion of specific issues of national policy and program, as these relate to local and regional conditions;

The more extensive and concerted use of material emanating from the national Association and national committees, and from other regions, through consideration of its application to local and regional problems;

The cooperative study of special problems common to the region or parts of it, and the concerted response to inquiries from the national office and from other regions, concerning local facts bearing upon national issues;

The concerted mobilization of members



and chapters of the region in such measures of interpretation or other appropriate action as special events or circumstances in the region or in the nation require.

The creation of a formal geographic district mechanism to perform certain specific functions in the election process, as proposed above by the Committee, affords a means and an occasion for beginning the definite consideration by local chapters in cooperation with each other of the possibilities and values of such regional collaboration.

In this connection the Committee wishes to emphasize three points:

*First:* The development of regional activity cannot and should not be forced upon the membership. It should develop upon local initiative and should extend over such areas as have actual interests and problems in common. These areas will differ from time to time and with respect to different problems. The boundaries of regions and the programs of regional activities should remain as flexible as possible, especially during the period of experimentation. The financing of these activities should, therefore, remain principally a local responsibility, except for such aid as the national Association may extend in its regular program for studies or projects that have truly national significance and value.

The districts defined in this report, for the primary purpose of facilitating district representation in the national governing body, are not suggested as basic regions for the more continuous regional cooperation we are here recommending. The Committee believes, however, that the district committees which serve in the election procedure, may, at the beginning, serve the further useful purpose of exploring the needs and the possibilities of regional cooperation, and of discovering and marking out for experimental purposes, the boundaries of those natural areas within which regional activities may logically begin to grow.

*Second:* There are already a number of other channels for regional and interchapter conference and communication, such as state councils, state and regional conferences of social work, and other types of regional activity.

*Third:* No formal mechanism of organization can of itself achieve the active participation of the membership; it can only encourage and facilitate it. The real motive power for Association development must emanate in the future as in the past from the professional interest and sense of responsibility of its individual members. More di-

rect participation in Association affairs, both local and national, will necessarily involve a greater expenditure of time, money and effort on the part of individuals and will further tax their professional interest. The Committee, however, believes that the plan of organization and procedure suggested in this report will provide new opportunities and incentives for the development of wider leadership and participation, invigorating and unifying the Association locally and nationally.

## V. Finances

The former Committee on Structure and Participation presented a resolution at the Delegate Conference in Seattle, proposing that the chapters be informed of the total cost of a national program adequate to meet the needs of the membership, and that this proposal be voted upon by the membership. The members of the Delegate Conference voted a resolution which was a part of the report of the Resolutions Committee in which definite instructions were given to the Executive Committee to submit to the chapters for study and future action the financial problems of the national organization and the chapters. This Committee was also directed to report at the next Delegate Conference on the proposition that the expenses of the delegates to the Delegate Conference be paid by the national Association.

The proposals contained in the report of the Resolutions Committee of the Delegate Conference have been submitted to the chapters. Action of the several chapters has been reported from time to time and has been given proper consideration by the Special Committee.

The Special Committee believed that the most generally expressed opinion of members of the Association is clearly in favor of an expansion of the services of the national Association staff and of the payment of expenses of delegates to the Delegate Conference. The Special Committee believed that these two propositions should not be submitted separately, as any method of raising funds by special assessment or otherwise for payment of expenses of delegates is, in effect, an increase in national dues; and that, therefore, any expansion of the national program, which can come only by an increase in membership dues, must be considered jointly with the financing of expenses of delegates to the Delegate Conference. A special assessment would involve an increased cost of collection and could not be uniformly applied except by an assessment on each individual member. Therefore, the



Special Committee proposed that the financing of an increased national program and of the expenses of delegates be accomplished by an increase in national dues.

Since any proposed budget of the national Association is dependent upon the income from membership dues, and since the national program might be logically expanded to a point far beyond the present capacity of the membership to pay dues, the Special Committee believed that it is more logical to fix the maximum dues which may reasonably be paid by the members of the Association, and to plan a program based on the income from those dues.

The following recommendations of the Special Committee for changes in structure and program and increases in participation and activities, given earlier in this report, are more or less conditioned upon increased facilities and, therefore, ultimately upon increased income through dues.

1. The development of studies of professional practice in its various areas and levels, which are essential to all aspects of Association program.
2. The development of the suggested procedures for democratic participation in the nomination and election of the proposed National Board, and of channels for increased regional activities.
3. Increasing the usefulness and the status of the Delegate Conference through paying the expenses of the official delegates, thus making possible the selection of delegates a long time in advance of meetings.
4. Assistance to chapters in meeting the cost of special studies and other projects deemed to have national significance.

In addition to the above needs, there has been a widespread desire expressed in the Delegate Conference and by the chapters for increased staff service through field contacts, the analysis and interpretation of chapter material and activities, and the further development of a close relationship between national committees and chapter activities.

Your Executive Committee believes that, with increased membership participation, the further development of regional activities, increases in national staff service, and the more clearly focused program suggested in this report, membership itself should be infused with a greater value to all, with a correspondingly increased willingness to give financial support to the program. Your Committee believes, however, that the content, extent and

cost of program should be carefully considered before any action is taken upon dues, and the Committee therefore:

1. Has placed before the Delegate Conference only one specific question concerning dues, namely, whether dues should be increased to pay the expenses of delegates.
2. Has requested the Administrative Committee, within the limits of its time and ability to prepare by the time of the Delegate Conference an estimate of the additional costs of the following proposals, with analyses of possible savings or shifts in the present program for these purposes:
  - a. Payment of the expenses of Conference delegates (with and without the inclusion of living expenses).
  - b. The new procedures for democratic participation in the nomination and election of the new National Board, and for the stimulation of regional activities.
  - c. The development of a program of studies of social work practice.
  - d. Assistance to chapters for special projects of national significance.
  - e. Additional staff service through field contacts, analysis and interpretation of chapter material, and the development of a closer relationship between national committees and the chapters.

On the basis of such an analysis we believe that the Conference, the chapters, and the membership as a whole should be better able to determine the ability of the Association to support an adequate program.

## VI. Location of National Office

In its study of the structure of the Association and the means by which greater participation might be developed among the membership, the former Committee on Structure and Participation which reported to the Delegate Conference in Seattle, considered the location of the national office as a factor which might affect participation.

That Committee solicited opinion from the chapters as to what location they felt would best serve the purposes of securing greater participation. Only a few chapters responded. A review of these responses showed that the real concern as to the location of the national office was in connection with the service which the chapters wish to receive from the national organization. The definite recommendations then made by these chapters can be summarized as follows:



1. That the national office be located as nearly as possible to the geographical center of the membership.
2. That the national office be located where it may have the closest possible contact with other national agencies and organizations with which it must keep in constant contact.
3. That it be located where it can most effectively promote a program of social legislation and sound public administration.
4. That it be located at a point where the greatest amount of field service can be most economically provided.

In its report to the Delegate Conference the Committee on Structure and Participation reviewed the material which it had received from the chapters and commented on the cost of moving from the present location to a new location as against the other uses which could be made of the money required for such a move. Tentative estimates of the cost of moving have been placed at from \$3,000 to \$4,000, exclusive of costs of moving and replacing some of the clerical staff.

The Delegate Conference, in the report of the Resolutions Committee, unanimously decided that as an administrative question, the matter of location of the national office should be left to the Executive Committee, but suggested that the Executive Committee's decision be based upon study of the factors which should determine the question of location and upon recommendations sent to it from the chapters.

The Special Committee on Conference Proposals reviewed all of the previous study which had been made of this question and of the actions heretofore taken. In addition to this review it considered the second group of responses received from the chapters following the Delegate Conference. Outside of a letter proposing a special polling of the membership on this question, only 8 responses relating to this subject were received from the 82 chapters of the Association, all of which are covered in the above listing of previous suggestions on this subject.

The Special Committee expressed a conviction that such pressure as there has been for moving the national office has been motivated more or less directly by:

1. Desire for wider participation in, and a closer relationship to, the whole range of national activities. The Special Committee believed that these desires are

more adequately met by its proposals for new methods of nomination and election of an enlarged National Board, geographical representation thereon, and development of regional activities, than by a mere change in location of offices.

2. A feeling that office location may too greatly influence the selection of officers, the Administrative Committee and other committees, leaving controls in the hands of a limited group. As one chapter points out, however, shifting controls through shifting the office would require that the office be shifted at least every few years. The Special Committee was convinced that a sounder method is the genuine development of wider participation, in addition to the more representative National Board proposed, the wider geographic selection already in effect in the Administrative Committee, and the wide and remarkably even geographic distribution of other committees developed during the past few years.

In the light of this report, and since this matter has been left to the Executive Committee by the Delegate Conference as an administrative question, your Executive Committee reports that no action has been taken thereon for the following reasons:

1. As already indicated, the far-reaching proposals in this report meet the more fundamental needs for which office location has been primarily a symbol.
2. The organizational changes and increased activities here recommended should not be complicated, at least in the near future, by the many problems accompanying a moving of headquarters.
3. The expense of such removal, amounting to at least several thousand dollars (including rent, if other free space could not be secured), represents a financial outlay which we believe is more urgently needed for other purposes.
4. Any change would probably necessitate the replacement and retraining of those members of the clerical and secretarial staff who could not move.
5. The present location meets a large part of the criteria suggested by the chapters as the basis for decision.

## VII. By-law Amendments

A number of the proposals contained in this report will require changes in the



Association By-laws, which your Executive Committee has therefore authorized the Special Committee on Conference Proposals to prepare and which are hereto attached as Annex I.

### VIII. Conclusion

Your Executive Committee recognizes that these recommendations as to future structure and program necessarily grow out of the increasing professional vitality and interest developed in the past; but that the present program and activities outlined in the "Blue Book," approved by us in 1938, will require certain changes as the result of this report and of developments during the past year.

It is also recognized that our recommendations must be implemented and carried out largely through the Association staff, whose present activities form the background for any future developments in program.

At its meeting on March 24-25, your Executive Committee therefore passed the following resolution:

That the statements of Executive Committee organization and budget policy included in the "Blue Book" of 1938, with such amendments as are approved by the Administrative Committee to conform to subsequent Executive Committee action be reaffirmed and submitted to the Delegate Conference; and that the staff be requested to prepare a report for the Conference on the activities and program of the year.

And finally, in modifying and accepting the recommendations of the Special Committee on Conference Proposals, your Executive Committee adopted the following resolution, which authorizes the manner in which this report is formulated and presented:

That the Executive Committee approves the report of the Special Committee on Delegate Conference Proposals subject to the amendments made at this meeting of the Executive Committee; the report to be referred back to the Special Committee for the incorporation of amendments, and that the Special Committee be requested to present the report to the 1939 Delegate Conference on behalf of the Executive Committee.

In presenting this report, the chairman of the Special Committee desires to emphasize the genuine contribution of each of the other

members of that Committee in carrying out special assignments; the generally high quality of discussion and action by the Executive Committee; and the constructive and cooperative assistance given by the Association staff.

Action upon these recommendations, growing out of previous Conference and membership discussion, lies entirely within the discretion of the Delegate Conference, the highest deliberative and legislative body in the Association.

*Respectfully submitted,*

For the Executive Committee,  
by the Special Committee on  
Conference Proposals:

MALCOLM S. NICHOLS  
KENNETH L. M. PRAY  
CONRAD VAN HYNING  
LINTON B. SWIFT, *Chairman*

### Annex I—By-Law Amendments

We submit herewith our proposals for amendments to the By-laws necessary in carrying into effect the recommendations made in this report. In each instance the present By-law provision is given before the proposed amendment.

Review of the By-laws for this purpose reveals other needs for amendments to bring the By-laws up to date, but recommendations for such changes will have to be postponed until the next meeting of the Delegate Conference.

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Throughout the By-laws, for words "National Executive Committee," substitute *National Board*.

ARTICLE II, Section 1. The purposes of said corporation are:

To bring together professional social workers for such cooperative effort as may enable the group more effectively to fulfill its function in service to society. To this end the Association may formulate and seek to establish professional ideals and standards, encourage proper and adequate preparation and training, disseminate information concerning social work as a profession and conduct research, investigation and such other activities as it may deem appropriate to this purpose.



**Amend to read:**

The purposes of said corporation are:

*To unite professional social workers in such cooperative efforts as may enable them more effectively to fulfill their functions in service to society. To this end the program and activities of the Association shall be directed toward the following major concerns: social work practice, and the advancing body of knowledge and skills required in practice; personnel standards, including professional education; standards of organization and administration affecting practice; and social problems observed in social work practice.*

ARTICLE VI, Section 2. The President, the First Vice-President, the Second Vice-President, the Third Vice-President, the Secretary, the Treasurer shall be elected annually by mail vote of the membership as hereinafter provided.

In its report, the Executive Committee suggested two alternative proposals for election of officers to be presented to the Delegate Conference. These proposals are represented in the following alternate By-law changes:

**Amend to read:**

The President, the First Vice-President, the Second Vice-President, the Third Vice-President, the Secretary, the Treasurer shall be elected annually by the National Board from within its own membership, by secret ballot at a meeting at which a majority of its members shall be present, and under such methods of nomination and procedure as the National Board may determine.

Or:

*The President shall be elected annually by mail vote of the membership as hereinafter provided; the several Vice-Presidents, the Secretary and the Treasurer shall be elected by the National Board from within its own membership, by secret ballot at a meeting at which a majority of the members shall be present, and under such methods of nomination and procedure as the National Board may determine.*

ARTICLE VI. Section 5. The National Executive Committee shall be composed of the elected officers of the Association and in addition nine members to be elected for terms of three years by mail vote of the membership as hereinafter provided, three members to be elected each year. Chairmen of standing committees of the As-

sociation shall be by virtue of such office members of the National Executive Committee.

**Amend to read:**

*On and after July 1, 1939, the governing body (previously known as the Executive Committee) shall be known as the National Board of Directors. On or after July 1, 1940, said National Board shall be composed of 27 members of the Association elected by mail vote of the membership as herein-after provided. Nine of the members of the Board shall be elected from among persons named by District Nominating Committees appointed by the President within each of 9 "nominating districts" which shall be set up by the Board, and 18 shall be elected as "members-at-large" upon nomination by the National Nominating Committee. At the first meeting of the Board after the first election, the Board membership shall be divided by lot into three groups, in such a way that one-third of the members chosen from district nominations and one-third of those chosen from general nominations shall be designated to serve for three-year terms; one-third for two-year terms; and one-third for one-year terms.*

*Thereafter, vacancies created by expiration of terms shall be filled by the election for three-year terms of persons nominated in the same way (from the same districts or at large) as those whose terms expire. Vacancies occurring otherwise than by expiration of terms may be filled by vote of the Board until the next annual election, but at all times each nominating district shall be represented in the membership of the Board. Chairmen of Association divisions, if not already elected members of the Board, shall be members ex-officio without vote.*

ARTICLE VI, Section 6. The National Executive Committee shall exercise all the powers of the Association subject to such policies as may be established by vote of the membership as hereinafter provided. It shall determine the establishment of standing and special committees, administer the finances, provide for the administration of the membership requirements, and conduct all other business of the Association in promotion of its purposes.

**Amend to read:**

The National Executive Committee shall exercise all the powers of the Association subject to such policies as may be established by vote of the membership as hereinafter pro-



vided. It shall determine the establishment of *Association divisions and standing and special committees*, administer the finances, provide for the administration of the membership requirements, and conduct all other business of the Association in promotion of its purposes.

ARTICLE VI, Section 7. Meetings of the National Executive Committee. The National Executive Committee shall hold meetings at such times and places as may be determined by the President, reasonable notice thereof being given to each member of the Committee. Seven members of the Executive Committee shall constitute a quorum.

#### Amend to read:

Meetings of the National Executive Committee. The National Executive Committee shall hold meetings at such times and places as may be determined by the President, reasonable notice thereof being given to each member of the Committee. *Nine* members of the Executive Committee shall constitute a quorum.

#### ARTICLE VI, Section 8. (Insert as new Section 8 changing other section numbers accordingly.)

*At its first meeting after the annual election, the Board of Directors shall elect from its own membership an Administrative Committee of from six to eight members in addition to the chairman, to serve until their successors are elected. The President, or on his nomination one of the Vice-Presidents, shall serve as chairman of this Committee, which shall meet approximately once a month on call of the chairman, a majority of its members constituting a quorum. During intervals between meetings of the National Board, the Administrative Committee shall possess and may exercise all of the powers of the National Board in the management and direction of the Association, within the general policies, program, total budget, and specific directions established by said Board. All actions of said Committee shall be reported to, and subject to alteration by, the National Board at its meeting next succeeding such action with due regard to the interests of third parties who may be affected thereby.*

#### ARTICLE VI, Section 9. (Present Section 8)

A Nominating Committee of five members shall be elected annually by the membership

as hereinafter provided. The Nominating Committee shall prepare a ballot with the name of one candidate, each, for the offices of President, First Vice-President, Second Vice-President, Third Vice-President, Secretary, and Treasurer. The ballot shall also contain names of two candidates for each vacancy on the Nominating Committee and on the Executive Committee, other than the officers herein mentioned. The Nominating Committee shall certify the ballot when completed to the Secretary of the Association who shall announce the nominations to the membership 30 days prior to the mailing of ballots, and who shall conduct the election as hereinafter provided.

#### Amend to read:

A Nominating Committee of five members shall be elected annually by the membership as hereinafter provided. *The Nominating Committee shall prepare a ballot with the names of three candidates for each vacancy on the Nominating Committee and on the Board, under procedures for choosing district nominees and nominees-at-large determined by the Board.* The Nominating Committee shall certify the ballot when completed to the Secretary of the Association who shall announce the nominations to the membership 30 days prior to the mailing of ballots, and who shall conduct the election as hereinafter provided.

**If the President is to be elected by mail vote of the membership, the recommended amendment of this section should read as follows:**

A Nominating Committee of five members shall be elected annually by the membership as hereinafter provided. *The Nominating Committee shall prepare a ballot with the names of three candidates for each vacancy on the Nominating Committee and on the Board, under procedures for choosing district nominees and nominees-at-large determined by the Board. On said ballot the Nominating Committee shall also place the name of one candidate for the office of President.* The Nominating Committee shall certify the ballot when completed to the Secretary of the Association who shall announce the nominations to the membership 30 days prior to the mailing of ballots, and who shall conduct the election as hereinafter provided.

#### ARTICLE VI, Section 10. (Present Section 9)

Additional nominations for any elective office or committee vacancy may be made by



petition signed by 100 or more members of the Association, and such nomination, if presented to the Secretary 10 days prior to the mailing of ballots, shall be shown on the ballot and designated as nominated by petition.

**Amend to read:**

*If presented to the Secretary within 20 days after publication of the nominations, additional nominations by petition may be made for Board election, under the following conditions:*

- (a) *Petitions nominating district nominees for the Board shall be signed by not less than 25 members of at least 2 chapters within the district; and*
- (b) *Petitions nominating nominees-at-large for the Board shall be signed by at least 50 members of not less than 5 chapters in 3 or more nominating districts.*

*Nominations so made by petition shall be shown on the ballot, and designated as nominated by petition.*

**If the President is to be elected by mail vote of the membership, the recommended amendment of this section should read as follows:**

*If presented to the Secretary within 20 days after publication of the nominations, additional nominations by petition may be made for election to the Presidency or the National Board, under the following conditions:*

- (a) *Petitions nominating district nominees for the Board shall be signed by not less than 25 members of at least 2 chapters within the district; and*
- (b) *Petitions nominating a candidate for the Presidency or nominees-at-large for the Board shall be signed by at least 50 members of not less than 5 chapters in 3 or more nominating districts.*

*Nominations so made by petition shall be shown on the ballot and designated as nominated by petition.*

**ARTICLE VII.** The annual dues shall be \$7.50 for members and junior members; \$10 to \$24 for contributing members and \$25 and over for sustaining members; these dues to entitle each member living and/or working in a recognized chapter area to mem-

bership in such chapter for which the national office shall pay \$1.50 to the chapter treasurer; provided that if a recognized chapter or state organization certifies to the National Executive Committee that its membership has voted to increase or decrease the chapter and/or state organization dues from the \$1.50 figure, the annual dues within that chapter or state jurisdiction shall be the amount so certified in addition to the \$6 national dues, and the national office shall pay to the chapter or state treasurer such amounts so collected; provided also that the national budget shall provide for special projects or services in behalf of members living and working in non-chapter areas. These dues shall be in effect on and after July 1, 1935.

**If it is decided that the expenses of Delegate Conference members should be paid in the first instance by the national Association on the basis of an increase in dues, the following amendments to this Article are suggested:**

The annual dues shall be \$8.50 for members and junior members; \$10 to \$24 for contributing members and \$25 and over for sustaining members; these dues to entitle each member living and/or working in a recognized chapter area to membership in such chapter for which the national office shall pay \$1.50 to the chapter treasurer; provided that if a recognized chapter or state organization certifies to the National Executive Committee that its membership has voted to increase or decrease the chapter and/or state organization dues from the \$1.50 figure, the annual dues within that chapter or state jurisdiction shall be the amount so certified in addition to the \$7 national dues, and the national office shall pay to the chapter or state treasurer such amounts so collected; provided also that the national budget shall provide for special projects or services in behalf of members living and working in non-chapter areas. These dues shall be in effect on and after July 1, 1940.

**ARTICLE IX.** Section 4. It shall be the duty of the Secretary to submit to all members and junior members in good standing, as shown by the records in the national office, for vote by mail such questions as he may be directed to submit by the National Executive Committee, by vote of the membership taken at a Delegate Meeting, or by a petition signed by 100 members. The Secretary shall prepare an appropriate ballot in such form that members



may cast their votes by indicating "Yes" or "No." The Secretary shall canvass all ballots which are properly marked and which are returned to the national office within three weeks of date of mailing by the Secretary; he shall submit the result of all ballots to the National Executive Committee. The National Executive Committee shall announce the result of the vote to the membership.

#### Amend to read:

It shall be the duty of the Secretary to submit to all members and junior members in good standing, as shown by the records in the national office, for vote by mail such questions as he may be directed to submit by the National Executive Committee, by vote of the membership taken at a Delegate Meeting, or by a petition signed by 100 members from at least 5 chapters. In case of questions proposed by petition, it shall be the responsibility of the Board to determine whether said questions shall be submitted to the membership by mail vote or through the Delegate Meeting. The Secretary shall prepare an appropriate ballot in such form that members may cast their votes by indicating "Yes" or "No." The Secretary shall canvass

all ballots which are properly marked and which are returned to the national office within three weeks of date of mailing by the Secretary; he shall submit the result of all ballots to the National Executive Committee. The National Executive Committee shall announce the result of the vote to the membership.

ARTICLE X. Section 1. These By-laws may be altered, amended or repealed by a two-thirds vote of a Delegate Meeting, or by a two-thirds vote of the membership registered in a vote by mail, provided that a notice of the proposed alteration, amendment, or repeal shall have been given to the membership not less than 30 days prior to the date of the vote on the question.

#### Amend to read:

These By-laws may be altered, amended or repealed by a two-thirds vote of a Delegate Meeting, or by a two-thirds vote of the membership registered in a vote by mail, provided that a notice of the proposed alteration, amendment, or repeal shall have been given to the membership not less than 60 days prior to the date of the vote on the question.

## Nominations for Officers, Committee Members and Non-Chapter Delegates 1939-1940

ELECTION of Officers, Executive Committee, Nominating Committee and Non-Chapter Delegates will be held in June when ballots will be sent to all members of the AASW.

In accordance with the by-law provision the Nominating Committee has submitted the following list of names. One nomination is made for each of the six officers; six names are submitted for three vacancies on the Executive Committee; two names for Chairman of the Nominating Committee; eight names for the four other vacancies on the Nomi-

nating Committee; one nomination for each of the Non-Chapter Delegates.

Additional nominations are possible if made by petitions signed by 100 or more members. Such petitions should be sent to Leah H. Feder, Secretary, 130 East 22nd Street, New York City, to be received not later than May 17th. Ballots will be mailed May 27, 1939.

Members of the Nominating Committee for this year are: Mary A. Stanton, Los Angeles, Chairman; Aleta Brownlee, San Francisco; Clara A. Kaiser, New York City; Margaret Johnson, Cleveland; Elizabeth H. Webster, Chicago.



## OFFICERS

**PRESIDENT—Harry Greenstein, Maryland**  
(nominated for re-election)

LL.B., University of Maryland; Special work, Johns Hopkins University; Executive Director, Associated Jewish Charities, Baltimore, 1928-; CWA Administrator of Maryland, 1933-34; State Relief Administrator of Maryland and Acting Director of State Department of Welfare, 1933-36; President, Baltimore Council of Social Agencies; President, National Conference of Jewish Social Welfare; Member, National Division on Government and Social Work, AASW, 1935-37; First Vice-President and Member, National Executive Committee, AASW, 1936-38; President, AASW, 1938-39.

**FIRST VICE-PRESIDENT—Grace L. Coyle, Cleveland**  
(nominated for re-election)

B.A., Wellesley College; M.A. and Ph.D., Columbia University; Certificate, New York School of Social Work; Settlement experience, three years; Industrial Department, YWCA, local and national, ten years; Executive, Laboratory Division, National Board of the YWCA, three years; Faculty, School of Applied Social Sciences, Western Reserve University, 1934-; Chairman, Group Work Section, National Conference of Social Work, 1934-36; First Vice-President, National Conference of Social Work, 1937-38; Chairman, Committee on Ethics and Personnel Practices, Cleveland Chapter, AASW, 1937-38; Member, National Division on Personnel Standards, AASW, 1936-38; First Vice-President and Member, National Executive Committee, AASW, 1938-39; Author, "Social Process in Organized Groups," "Studies in Group Behavior."

**SECOND VICE-PRESIDENT—Isabel P. Kennedy, Pittsburgh**

A.B., B.E., University of Pittsburgh; Special Courses, School of Applied Social Sciences, Western Reserve University and Columbia University; Executive Secretary, Cleveland Girls' Council, 1922-30; Faculty, School of Applied Social Sciences, Western Reserve University, 1923-29; Executive Secretary, Girls' Conference, Federation of Social Agencies of Pittsburgh and Allegheny County, Pittsburgh, Pa., 1930-31; Secretary, Group Work Division, Federation of Social Agencies of Pittsburgh and Allegheny County, Pittsburgh, 1931-33; Executive Secretary, Federation of Social Agencies of Pittsburgh and Allegheny County, Pittsburgh, 1933-; Member, Community Fund Board of Directors, 1932-33, 1935-; Member, Advisory Committee, School of Applied Social Sciences, University of Pittsburgh; Chairman, Pittsburgh Chapter, AASW, 1932, 1934; Member, Executive Committee, Pittsburgh Chapter, AASW, 1932-36, 1938-; Member, Subcommittee on Section 6, National Membership Committee, AASW, 1937-39.

**THIRD VICE-PRESIDENT—Pierce Atwater, St. Paul**

B.A., Friends University, Wichita, Kansas; Assistant Secretary, Minneapolis Civic and Commerce Association, 1917-23; Executive Secretary, Wichita Community Chest, 1923-30; Executive Secretary, St. Paul Community Chest, 1930-; Field Representative, Federal Emergency Relief Administration, part time, 1934-35; Lecturer, Graduate Course in Social Work, University of Minnesota, 1936-; Secretary, Community Chests and Councils, Inc.; Member, Advisory Committee, Chil-

dren's Bureau; Chairman, Twin City Chapter, AASW, 1933; Member, National Executive Committee, AASW, 1936-39; Author, "Problems of Administration in Social Work," 1937.

**SECRETARY—Savilla Millis Simons, Chicago**

Ph.B., University of Chicago; M.A., School of Social Service Administration, University of Chicago; U. S. Children's Bureau, Junior Social Economist, 1925; In charge field investigation, 1926-27; Research Assistant, School of Social Service Administration, University of Chicago, 1928-29; Made a study of the Legal Status of Women for the National League of Women Voters, 1929; Made a Study of the Issuance of Employment Certificates, Illinois Committee on Child Welfare Legislation, 1930; Legislative Secretary, Illinois League of Women Voters and Public Affairs Secretary, Cook County League, 1930-32; Director, Douglas Smith Fund, 1932-; Child Welfare Chairman, Illinois League of Women Voters, 1927-30; Chairman, Lower North Community Council, 1936-38; Secretary, Chicago Chapter, AASW, 1934-35; Chairman, Chicago Chapter, AASW, 1938-40.

**TREASURER—Frederick I. Daniels, New York City**  
(nominated for re-election)

B.A. and M.A., University of Michigan; Graduate, New York School of Social Work; Associate Professor, Social Sciences, Central State College, Michigan, 1926-27; Probation Officer, Boston Juvenile Court; Case Worker and later Director, Juvenile Protective Department, Children's Aid Society, Newark, N. J., 1927-29; Executive Secretary, Children's Bureau, Syracuse, N. Y., 1929-32; Commissioner Public Welfare, Syracuse, N. Y., 1932-33; Executive Director and Chairman, Temporary Emergency Relief Administration of New York State, 1933-37; First Deputy Commissioner, New York State Department of Social Welfare, 1937-38; Present position, General Secretary, Brooklyn Bureau of Charities; Member, National Executive Committee, AASW, 1935-38, and Treasurer, 1937-39.

## EXECUTIVE COMMITTEE MEMBERS (Three to Be Elected)

**Ewan Clague, Washington, D. C.**

A.B. and M.A., University of Washington; Ph.D., University of Wisconsin; Graduate Assistant, University of Washington, 1919-21; Instructor in Economics, University of Wisconsin, 1921-26; Commissioner of Conciliation, Bureau of Labor Statistics, United States Department of Labor; 1926-28; Research Assistant, Business Research Bureau, Metropolitan Life Insurance Company, 1928-29; Research Assistant, Institute of Human Relations, Yale University, 1930; Director of Research and Professor of Social Research, Pennsylvania School of Social Work, 1931- (on leave); Committee member and staff member, Advisory Committee to the Secretary of Labor and Committee on Government Statistics and Information Services, 1933-34; Consultant with Rural Resettlement and WPA, 1935; Associate Director of the Bureau of Research and Statistics, Social Security Board, 1936-37; Director, Bureau of Research and Statistics, Social Security Board, 1937-; Part-time Professor of Social Insurance, American University, 1936-; Part-time Professor of Social Economy, University of Maryland, 1937-; Vice-President, American Statistical Association; Chairman, Research Committee, Council of Social Agencies, Washington, D. C.;



Member, American Economic Association; Member, National Executive Committee, AASW, 1936-39; Author, "Charitable Trusts," 1935; Joint Author, "Ten Thousand Out of Work," 1933, "After the Shutdown," 1934; Author, numerous pamphlets and articles on relief, unemployment, and social security.

**Irene Farnham Conrad, Houston**

B.S., A.M., Northwestern University; Research Fellow, Research Department, Women's Educational and Industrial Union, Boston, 1914-15; Graduate work, School of Civics and Philanthropy, University of Chicago, New York School of Social Work, Tulane University; Instructor, 1916-18, Assistant Professor and Head of Department, 1918-19, Associate Professor and Head of Department, 1919-20, Professor and Head of Department, 1920-21, Department of Social Work, Carnegie Institute of Technology, Pittsburgh; Director, Helen S. Trounstine Foundation for Social Research, Cincinnati, 1921-22; Secretary, Finance Committee, Charity Organization Society, New York City, 1923-24; Assistant Professor, Department of Sociology, 1925-30, Part time, Department of Social Work, 1927-30, Tulane University; Executive Secretary, Central Council of Social Agencies, New Orleans, 1927-30; Executive Secretary, Syracuse Community Chest and Council, 1930-35; Director, Bureau of Child Welfare, State of New Mexico, 1935-36; Director, Child Welfare and Public Assistance, Louisiana State Emergency Relief Administration, 1936, Louisiana State Department of Public Welfare, 1937; Executive Secretary, Council of Social Agencies of the Houston Community Chest and Council, 1937-; Chairman, Syracuse Chapter, AASW, 1933; Secretary and Member, National Executive Committee, AASW, 1931-33; Member, National Committee on Conference Program, AASW, 1937-39.

**Lester B. Granger, New York City**

B.A., Dartmouth, 1918; Graduate work, New York University, Dana College, New York School of Social Work; Industrial Secretary, New Jersey Urban League, 1920; Extension Worker, New Jersey State Manual Training School, 1920-30, 1931-33; Secretary, Workers' Bureau, National Urban League, 1934-38; Loaned to direct New York State Legislative Study on Condition of Urban Colored Population, 1937; Loaned to direct New Jersey State Study on Condition of Colored Population, 1938; Secretary, Standing Committee on Negro Welfare of Welfare Council of New York City, 1938-.

**Arlien Johnson, Seattle**

B.A., Reed College; M.A., Columbia University; Ph.D., School of Social Service Administration, University of Chicago; Diploma, New York School of Social Work; Faculty, University of Washington, 1923-27; Associate Director, Portland School of Social Work, 1929-30; Assistant State Director, Washington Emergency Relief Administration, 1933; Associate and Acting Executive Secretary, Seattle Community Fund, 1930-34; Associate Director, University of Washington Graduate Division of Social Work, 1934-35; Director, Graduate School of Social Work, University of Washington, 1935-; Secretary, Seattle-Tacoma Chapter, AASW, 1924-27; Vice-Chairman, Seattle-Tacoma Chapter, AASW, 1933-34; Author, "Public Policy and Private Charities," 1931.

**Raphael Königsberg, Los Angeles**

B.A., Ohio State University, 1931; M.A., in Social Administration, Graduate School of Social Adminis-

tration, Ohio State University, 1935; Case Aide, Homeless Men's and Boys' Bureau, Cleveland, 1933-34; Interviewer, Transient Service Bureau, Columbus, 1934-35; Supervisor, WPA Tuberculosis Case-Finding Survey, District of Columbia, 1935-36; Research Assistant, Los Angeles Council of Social Agencies, 1936-37; Director, Jewish Community Study of Los Angeles, 1937-38; Assistant District Supervisor, Los Angeles County Relief Administration, 1939; Social Service Consultant, Bureau for Non-Residents, State Relief Administration of California, 1939; Chairman, Legislative Committee, Los Angeles Chapter, AASW.

**Clarence A. Pretzer, Providence**

B.A., Western Reserve University; M.A., School of Applied Social Sciences, Western Reserve University; Assistant to General Secretary, Associated Charities, Cleveland; General Secretary, Family Welfare Society, Scranton, Pennsylvania, 1926-29; General Secretary, Family Welfare Society, Providence, R. I., 1929-; Chairman, Nominating Committee, Family Welfare Association of America; Chairman, North Atlantic Regional Committee, Family Welfare Association of America, 1938; Chairman, Rhode Island Chapter, AASW, 1936.

## CHAIRMAN, NOMINATING COMMITTEE

(One to Be Elected)

**Clara A. Kaiser, New York City**

B.A., University of Rochester; Ph.D., Ohio State University; Diploma, New York School of Social Work; YWCA, 1921-27; Assistant Professor of Group Work, School of Applied Social Sciences, Western Reserve University, 1927-34; Faculty, New York School of Social Work, 1935-; Chairman, Program Committee, Cleveland Chapter, AASW, 1930; Chairman, Legislative Committee, Cleveland Chapter, AASW, 1933; Member, Group Relations Committee, New York City Chapter, AASW, 1935-37; Member, National Membership Committee, AASW, 1925-28; Member, National Division on Personnel Standards, AASW, 1933-35; Member, National Nominating Committee, AASW, 1938-39.

**Elizabeth H. Webster, Chicago**

B.A., Smith College; Certificate, Chicago School of Civics and Philanthropy; Case Worker and Director of Volunteers, United Charities of Chicago, 1913-16; Chief, Women's Department, Employment Division, Western Electric Company, Chicago, 1916-19; Associate Director, Council of Social Agencies of Chicago, 1919-; Member, Program Committee, National Conference of Social Work, 1935-38; Chairman, Great Lakes Institute, CCC, 1934; Member, Executive and Budget Committees, Community Fund of Chicago, 1932-35; Member, Advisory Committee, Cook County Bureau of Public Welfare; Board of Directors, YWCA of Chicago; Advisory Board, Douglas Smith Fund; Board of Directors, Druce Lake Camp; Member, Executive Committee and Chairman, Membership Committee, Chicago Chapter, AASW, 1925; Secretary, Chicago Chapter, AASW, 1931-32; Member, National Nominating Committee, 1938-39.



## NOMINATING COMMITTEE MEMBERS

### (Four to Be Elected)

#### Norris E. Class, Oregon

B.A., University of Alabama; M.S., School of Applied Social Sciences, Western Reserve University; Case Worker, Cleveland Humane Society, 1928-30; Case Worker and Supervisor, Cuyahoga County Child Welfare Board, Cleveland, 1930-35; Faculty, University of Oregon, 1935-36; Director, Child Welfare Services, State Public Welfare Commission of Oregon, 1936-.

#### Alvin R. Guyler, Philadelphia

B.A., Syracuse University, 1924; Certificate, New York School of Social Work; Group Work experience, 5 years; Associate District Secretary, New York Charity Organization Society; Field Staff, New York Temporary Emergency Relief Administration; Field Staff, Family Welfare Association of America; Assistant State Administrator, Pennsylvania State Emergency Relief Administration, 3 years; Program Director, Public Charities Association of Pennsylvania, 3 years; Member, Board of Directors, Family Welfare Association of America; Chairman, Field Work Committee, Family Welfare Association of America; Member, Executive Committee, Philadelphia Chapter, AASW; Chairman, Pennsylvania Division, AASW, 1936-37; Member, National Division on Government and Social Work, AASW.

#### Norman V. Lourie, New York City

B.S., New York University; Diploma, New York School of Social Work; Chairman, American Association of Social Work Students; Settlement Worker, West Side House, Ithaca, New York; Recreation Rooms and Settlement, New York City; Research Assistant, Russell Sage Foundation, Department of Social Work Interpretation; Research Assistant, Central Admissions and Distributions Committee of the Welfare Council, New York City; Charge of Basic Data Division of the Public Relations Department, Greater New York Fund.

#### Helen Mangold, New York City

B.A., Smith College, 1927; Diploma, Smith College School of Social Work, 1928; Case Worker, Home Service Division, American Red Cross, 1928-29; Psychiatric Social Worker, Cornell Clinic, New York City, 1929-32; Psychiatric Social Worker, Payne Whitney Clinic of New York Hospital, New York City, 1932-34; Case Worker, Community Service Society, New York City, 1934-.

#### Kathleen Millikin, Chicago

University of Wisconsin, 3 years; School of Applied Social Sciences, Western Reserve University; New York School of Social Work; Cleveland Associated Charities, 10 years; District Supervisor, Buffalo Social Welfare Department, 1932-34; Field Representative, Ohio State FERA, 1934-35; Supervisor, Hamilton County Welfare Department, Cincinnati, 1935-37; Chief, Bureau of Social Service, West Virginia Department of Public Assistance, 1937-39; Student, School of Social Service Administration, University of Chicago, 1939-.

#### Mary J. Treglia, Sioux City

B.A., Morningside College; New York School of Social Work; University of Minnesota; Executive Director, Community House, Sioux City, Iowa, 1922-; Resident, Chicago Commons, 1924; Training, United Charities, Chicago, 1924; Supervisor, Booker T. Washington Community Center, 1933-; Lecturer, Morningside College, 1934-38; Area Supervisor, National Youth Administration, 1936-; Chairman, Membership Committee, Iowa State Conference of Social Work; Member, Program Committee of Settlement Conference, 1935; Member, Program Committee, Immigrant Welfare Section, National Conference of Social Work, 1937; Kiwanis Community Service Award, Sioux City, 1933; Member, Board of Directors, Legal Aid Clinic, Sioux City, 1939; Member, Job Analysis Committee, Iowa Chapter, AASW, 1935; Chairman, Legislative Committee, Iowa Chapter, AASW, 1936-37; Author, "Function of the Neighborhood House."

#### Agnes Van Driel, Washington, D. C.

B.A., University of Nebraska; Diploma, School of Civics and Philanthropy, Chicago; M.A., Loyola University, Chicago; Courses at the School of Social Service Administration, University of Chicago; Field Visitor, then Assistant Superintendent, later District Superintendent, United Charities of Chicago, 1916-20; Disaster work, American Red Cross, 1918; Professor of Social Work, Loyola University, School of Social Work, 1920-34; Director, Downstate Training Program, Illinois Emergency Relief Commission, 1934-35; Lecturer, School of Social Service Administration, University of Chicago, 1934-36; Director, Social Work Survey of Catholic Charities of the Archdiocese of San Francisco, 1935; Director, Study of Protective Agencies under auspices Council of Social Agencies of Chicago, 1936; Chief, Division of Technical Training, Bureau of Public Assistance, Social Security Board, Washington, D. C., 1936-; Vice-Chairman, Chicago Chapter, AASW, 1933; Chairman, Chicago Chapter, AASW, 1936; Member, National Division on Personnel Standards, AASW, 1938; Member, National Committee on Education, AASW, 1939-.

#### Conrad Van Hyning, Wilkes-Barre

A.B., University of Akron; Graduate work, New York School of Social Work; Case Worker, Charity Organization Society, New York City, 1925-26; Assistant to the General Manager, St. Louis Provident Association, 1926-29; Western Pennsylvania Representative, Public Charities Association of Pennsylvania, 1929-30; Director of Public Welfare, Winston-Salem and Forsythe County, North Carolina, 1930-32; Field Representative, Temporary Emergency Relief Administration, New York State, 1932-33; Assistant Executive Director, 1933-35; Commission of Social Welfare, Florida, 1935-37; Administrator of Florida Emergency Relief Administration, 1935-36; Executive Director, Children's Service Center of Wyoming Valley, Wilkes-Barre, Pennsylvania, December 1937-; Member, Executive Committee, Northeastern Pennsylvania Chapter, AASW, 1938-; Member, Executive Committee, Pennsylvania Division, AASW, 1938-; Chairman, Committee on Government and Social Work, Pennsylvania Division, AASW, 1939; Member, National Division on Personnel Standards, AASW, 1936-37; Chairman, National Special Committee on Structure and Participation, AASW, 1937-38; Member, National Division on Government and Social Work, AASW, 1937-; Member, National Special Committee on Delegate Conference Proposals, AASW, 1939.



## NON-CHAPTER DELEGATES

(Six to Be Elected)

**Ana Bosh, New Mexico**

(Biographical data not received.)

**Louise Cuddy, Idaho**

B.S., University of Idaho; Graduate Work, Oregon State College and University of Oregon; Graduate Work, School of Social Work, University of Washington; Councilor, Corvallis, Oregon, 1931-34; Federal Transient Program, Idaho, 1935; Idaho Cooperative Relief Agency, 1936; Supervisor, Child Welfare Services, Idaho, 1936-39; State Social Service Supervisor, Division of Public Assistance, Idaho State Department of Public Welfare, 1939-.

**John L. Goetz, North Dakota**

B.A., University of Denver, 1935; Part-time study, School of Social Work, University of Denver, 1933-35; School of Social Service Administration, University of Chicago, 1937; Case Worker, Bureau Public Welfare, Denver, Colorado, 1934-36; Disaster Rehabilitation, Ohio-Mississippi-Valley Flood, American Red Cross, 1937; Senior Case Worker, Chicago Relief Administration, Chicago, 1937; Local Child Welfare Worker, County-wide Demonstration Project, North Dakota, 1938; District Field Supervisor, Public Welfare Board, North Dakota, 1938-; Temporary Chairman, Committee for Organizing a North Dakota State Chapter, AASW, 1938-.

**Charlotte Leeper Hanson, Vermont**

B.A., University of Alabama; Graduate Work, New York School of Social Work; Case Worker, Thornwell Orphanage, South Carolina, 1927-30; Field Worker, Department of Public Welfare, Georgia, 1931; Supervisor, Division of Institutions and Agencies, Alabama Child Welfare Department, 1931-33; Director, Montgomery County Relief Administration, Alabama, 1931-34; Faculty, School of Social Work, University of Puerto Rico, 1935-36; State Supervisor, Department of Public Welfare, New Hampshire, 1936-38.

**Eunice D. Harkey, Kansas**

B.A., University of Kansas, 1928; Graduate Work, School of Social Service Administration, University of Chicago, 1933-34, M.A., 1937; Visiting Teacher, Kalamazoo Public Schools, Kalamazoo, Michigan, 1934-37; County Unit Leader, Child Welfare Services, McPherson County, State Board of Social Welfare of Kansas, 1938-; Chapter Chairman, American Association of Visiting Teachers, 1938-; Member, Executive Committee, Kalamazoo Chapter, AASW, 1936.

**Dorothy B. Whitton, New Hampshire**

B.A., Mount Holyoke College; Summer School, New York School of Social Work; Case Worker and District Secretary, Family Welfare Society of New Bedford, 1920-23; District Secretary, Social Welfare League, Rochester, 1923-28; District Secretary, Family Welfare Association, Scranton, 1928-30; Executive Secretary, Associated Charities, Adrian, Michigan, 1930-33; Supervisor, New Hampshire Relief Department, 1933-35; Supervisor, FERA, Berlin, New Hampshire, 1935; Supervisor of Certification, WPA, Berlin, New Hampshire, 1935-38; Field Worker, New Hampshire Department of Public Welfare, 1938; Secretary, New Bedford Chapter, AASW, 1922.





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